

APPENDIX B

(SAMPLE POLICY STATEMENT) FROM THE DIRECTOR'S OFFICE

The (Agency Name) Safety Program is required under the Montana Safety Culture Act (§ 39-71-1504, MCA). More importantly, it is being implemented on behalf of (agency name) employees.

Our employees are our most valuable resource, and protection of these employees will be given highest priority. In recognition of the responsibility of the (agency's name) to establish a program for the prevention of employee accidents and the safeguarding of state assets, this safety program has been developed.

The objectives of the employee safety program are to provide to the best of our ability:

- 1. a safe working environment;**
- 2. protection of the general public; and**
- 3. reduction of costs associated with accidental losses.**

The achievement of these objectives is based upon good planning and ensuring that safety is an integral part of day-to-day operations and work procedures. This can only be accomplished if all (agency name) employees and supervisors take an active interest and participate in the safety program and abide by applicable Federal, State, local, and agency rules and regulations.

The success of our program can be measured directly by its ability to prevent unnecessary loss. An accident resulting in personal injury, property damage, or equipment loss represents needless waste. It is imperative that all employees and supervisors recognize their responsibility to prevent these losses and that they take all necessary actions to do so. Their performance in this regard will be measured along with their overall performance.

It is my earnest request that all employees of (the agency's name) devote their serious attention toward making this program an integral part of day-to-day operations.

(Director)

(Date)

APPENDIX C

SAMPLE STATEMENT OF SAFETY PROGRAM ORGANIZATION

AUTHORITY: The authority for the (agency name) Employee Safety Program is § 39-71-1504, MCA and the State of Montana Employee Safety Program Guidelines.

APPLICABILITY: This program applies to all employees of the (agency name).

OBJECTIVE: The objective of the (agency name) employee safety program is conservation and preservation of state resources. An effective safety program plays a key role in reducing the high costs, which the State and its public must bear to pay for losses associated with employee injury and state property.

SAFETY PROGRAM ORGANIZATION AND RESPONSIBILITIES:

1. **DIRECTOR:** The Director of the (agency name) is ultimately responsible for minimizing losses and accidents by encouraging and supporting an agency specific safety program. To accomplish this, the Director shall:

- a. Assure that a safety plan is developed by the (agency name) and implemented by all divisions.
- b. Appoint a Safety Coordinator to work with the Director in implementing the safety program.

c.

Assure that safety is an integral part of agency operations, including all agencies, boards, councils, commissions, or other instrumentalities of the agency.

Delegate necessary authority to administrative and supervisory personnel to accomplish their safety responsibilities.

2. **SAFETY COORDINATOR:** A Safety Coordinator for the (agency name) will be appointed by the Director. The Safety Coordinator will work with the Director in implementing the safety program. To accomplish this, the Safety Coordinator shall:

- a. Work with the Risk Management and Tort Defense Division and State Compensation Insurance Fund to support and encourage a program of safety within the (agency name).
- b. Serve as the chairperson for the (agency name) Safety Committee, which meets quarterly to discuss safety issues and to review losses and trends.
- c. Measure and monitor (agency name) safety performance and evaluate trends in accidents, losses, etc. for discussion with the Safety Committee and agency management.

- d. Participate and encourage (agency name) participation in sponsored safety training programs.
 - e. Disseminate and distribute important safety and loss prevention information and Safety Committee minutes to agency managers and supervisors.
3. **SUPERVISORS AND MANAGERS:** (Agency name) supervisors and managers are a key to the effectiveness of the safety program and can be considered site managers, and as such, assume responsibility for managing their respective programs as they relate to facilities, equipment, and personnel under their control. To accomplish this, each supervisor or manager shall:
- a. Develop safe operating procedures (SOPs) commensurate with risks and the unique needs of the division or bureaus and which are consistent with the (agency name) safety program. (See State of Montana Employee SafetyProgram, Section VIII.)
 - b. Conduct new employee safety orientation and on-the-job training, when necessary. (See State of Montana Employee SafetyProgram, Sections IV for training information.)
 - c. Assure that work areas are observed on a regular basis in order to identify unsafe acts or conditions and divisions develop those performance standards to this effect. (See State of Montana Employee SafetyProgram, Section V.)
 - d. Require staff to comply with policies and procedures and all applicable safety and health regulations. (See State of Montana Employee SafetyProgram, Section X.)
 - e. Include safety in performance appraisals. Provide training, retraining, or discipline as necessary.
 - f. Require hazard inspections and act on results for prevention of future accidents. (See State of Montana Employee SafetyProgram, Section V.)
 - g. Assure that accident investigations are thorough and that meaningful preventive action is taken. (See State of Montana Employee SafetyProgram, Section VI.) Take whatever action is necessary to implement the recommendations, including temporary measures to prevent recurrence while more permanent solutions are being considered.
 - h. Assure that employees and supervisors report all losses and incidents. A copy of the Accident Investigation Form should be completed by the employee, signed by the supervisor, and sent to the Safety Coordinator and Director.
 - i. Instill a positive, cooperative safety attitude in the agency.

- j. Assist with return-to-work activities. (See State of Montana Employee SafetyProgram, Section XII.)
 - k. Assure that necessary records are kept and maintained. (See Section VII, State of Montana Employee SafetyProgram.)
4. **EMPLOYEES:** Every employee of the (agency name) is responsible to personally maintain a “safe attitude”, use common sense, and comply with all state and federal safety and health regulations and state safety policies and procedures. Employees must be made aware of their responsibilities to:
- a. Participate in the employee orientation process.
 - b. Participate in on-the-job training.
 - c. Report incidents and accidents immediately.
 - d. Assist in accident investigations.
 - e. Assist in return-to-work programs.
 - f. Use required personal protective equipment
 - g. Maintain good housekeeping.
5. **SAFETY COMMITTEE:** The Director shall appoint a Safety Committee composed of representatives of employees and management, with management members not exceeding employee members. Employee members will serve a two-year term. The Safety Coordinator will chair the committee.

The committee’s purpose is to stimulate voluntary safety input from employees and provide management with an effective safety feedback mechanism. To accomplish this, the committee shall:

- a. Meet quarterly.
- b. Document its activities, including preparation of meeting agendas and minutes.
- c. Assist the (agency name) and make recommendations for:
 - i. Assessing and controlling hazards.
 - ii. Communicating with employees regarding Safety Committee activities.
 - iii. Developing safety rules, policies, and procedures.
 - iv. Keeping job-specific training current.

- v. Educating employees on safety-related topics.
- vi. Motivating employees to create a safety culture in the work place.
- vii. Evaluating the safety program on a regular basis.
- viii. Recommending safety training and awareness topics.
- ix. Reviewing incidents of work place accidents, injuries, and illnesses.
- x. Inspecting the work place

The Director, division administrators, and other supervisors will receive committee meeting minutes and recommendations, and stay abreast of committee functions.

Suggested Safety Committee agenda items include:

- Review of pending recommendations and administrative action taken.
- Review of accident investigation reports.
- Review of inspection reports.
- Review of submitted hazard reports.
- Review of loss experience reports.
- Development and approval of recommendations to forward to administration.
- General discussion and evaluation of the department safety program and other items as indicated above.

Appendix D

NEW EMPLOYEE ORIENTATION AND ON-THE-JOB TRAINING

EMPLOYEE NAME _____ POSITION _____

DEPARTMENT _____ SUPERVISOR _____

STARTING DATE _____ COMPLETION DATE
OF TRAINING _____ OF TRAINING _____

<u>ORIENTATION</u>	<u>DATE</u>	<u>SUPERVISOR'S INITIALS</u>
--------------------	-------------	------------------------------

- | | | |
|--|-------|-------|
| 1) Introduction to supervisor | _____ | _____ |
| 2) Informed of supervisor's supervisor | _____ | _____ |
| 3) Facility and operations familiarization | _____ | _____ |
| 4) Review of agency's loss prevention plan | _____ | _____ |
| 5) Review of emergency medical procedures | _____ | _____ |
| 6) Review of fire and evacuation procedures | _____ | _____ |
| 7) Review of probationary policy, if any | _____ | _____ |
| 8) Review of disciplinary policy, if any | _____ | _____ |
| 9) Review of general safety rules | _____ | _____ |
| 10) Review of safe operating procedures | _____ | _____ |
| 11) Review of personal protective equipment required | _____ | _____ |
| 12) Review of specific equipment to be used | _____ | _____ |
| 13) Review of specific operations | _____ | _____ |
| 14) Other _____ | _____ | _____ |

ON-THE-JOB TRAINING

Trial period with supervisor or lead worker Dates from _____ to _____

First observation Date

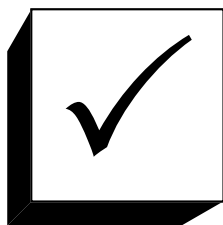
Additional Training Required?	Yes	No	Supervisor's Initials
Comments:			

Second observation Date

Additional follow-up necessary?	Yes	No	Supervisor's Initials
Comments:			

Appendix E

SELF-INSPECTION CHECKLISTS



GENERAL

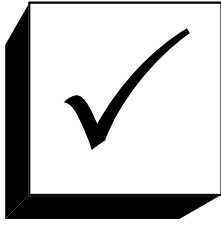
1. Have you demonstrated an active interest in safety and health matter by defining a policy for your agency and communicating it to all employees?
2. Do you have a safety committee or group that allows participation of employees in safety and health activities?
3. Does the safety committee or group meet regularly and report its activities in writing?
4. Do you provide safety and health training for all employees requiring such training, and is it documented?
5. Is one person clearly in charge of safety and health activities?
6. Do you have an action plan for emergencies?
7. Are emergency telephone numbers posted?
8. Do all employees know what to do in emergencies?
9. Do you have a procedure for handling employee complaints regarding safety and health?
10. Is at least one employee per shift trained in CPR and first-aid?

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WORKPLACE

ELECTRICAL WIRING, FIXTURES AND CONTROLS

1. Are your workplace electricians familiar with the requirements of the National Electrical Code (NEC)?
2. Do you specify compliance with the NEC for all contract electrical work?
3. If you have electrical installations in hazardous dust or vapor areas, do they meet the NEC for hazardous locations?
4. Are all electrical cords strung so they do not hang on pipes, nails, hooks, etc.?
5. Is all conduit, BX cable, etc., properly attached to all supports and tightly connected to junction and outlet boxes?
6. Is there no evidence of fraying on any electrical cords?



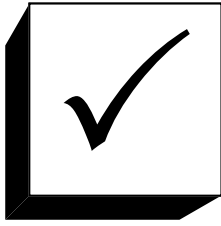
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7. Are rubber cords kept free of grease, oil and chemicals?
8. Are metallic cable and conduit systems properly grounded?
9. Are portable electric tools and appliances grounded or double insulated?
10. Are all ground connections clean and tight?
11. Are fuses and circuit breakers the right type and size for the load on each circuit?
12. Are all fuses free of "jumping" with pennies or metal strips?
13. Do switches show evidence of overheating?
14. Are switches mounted in clean, tightly closed metal boxes?
15. Are all electrical switches marked to show their purpose?
16. Are motors kept clean and free of excessive grease and oil?
17. Are motors properly maintained and provided with adequate over current protection?
18. Are bearings in good condition?
19. Are portable tights equipped with proper guards?
20. Are all lamps kept free of combustible material?
21. Does someone competent in the NEC (a licensed electrician) check your electrical system periodically?
22. Does your business have a specific lockout/tagout program?

EXITS AND ACCESS

1. Are all exits visible and unobstructed?
2. Are all exits marked with a readily visible sign that is properly illuminated?
3. Are there sufficient exits to ensure prompt escape in case of emergency?
4. Are areas with limited occupancy posted and is access/egress controlled to persons specifically authorized to be in those areas?
5. Do you take special precautions to protect employees during construction and repair operations?

FIRE PROTECTION

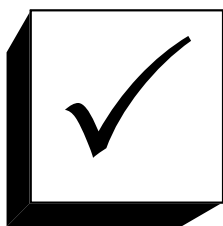


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1. Are portable fire extinguishers provided in adequate number and type?
2. Are fire extinguishers inspected monthly for general condition and operability and noted on the inspection tag, and annually by a licensed contractor?
3. Are fire extinguishers recharged regularly and properly noted on the inspection tag?
4. Are fire extinguishers mounted in readily accessible locations?
5. Are fire alarm pull stations accessible and employees aware of their locations?
6. If you have interior standpipes and valves, are these inspected regularly?
7. Are Class 2 Standpipes (fire hoses) tested and inspected as required and employees trained on their use?
8. If you have a fire alarm system, does a licensed contractor test it at least annually?
9. Are employees periodically instructed in the use of extinguishers and fire protection procedures?
10. If you have outside private fire hydrants, were they flushed within the last year and placed on a regular maintenance schedule?
11. Are fire doors and shutters in good operating condition and latch fully closed in a fire situation?
12. Are fire doors and shutters unobstructed and protected against obstruction and not held open by other than automatic releasing door holds?
13. Are fusible links in place?
14. Is your local fire department well acquainted with your location and specific hazards?

Automatic Sprinklers

1. Are water control valves, air and water pressures checked weekly?
2. Are control valves locked open?
3. Is maintenance of the system assigned to responsible persons or a sprinkler contractor?
4. Are sprinkler heads protected by metal guards where exposed to mechanical damage?
5. Is proper minimum clearance (18") maintained around sprinkler heads?

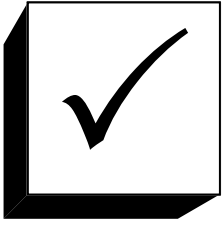


6. Is an adequate supply of replacement heads and a wrench located at the control station?
7. Is the system inspected and tested annually by a licensed contractor?

HOUSEKEEPING AND GENERAL WORK ENVIRONMENT

1. Is smoking permitted in designated “safe areas” only?
2. Are NO SMOKING signs prominently posted in areas containing combustibles and flammables?
3. Are covered metal waste cans used for oily and paint soaked waste?
4. Are these waste cans emptied at least daily?
5. Are paint spray booths, dip tanks, etc., and their exhaust ducts cleaned regularly?
6. Are stand mats, platforms or similar protection provided to protect employees from wet floors in wet processes and at sinks in break rooms?
7. Are waste receptacles provided and are they emptied regularly?
8. Do your toilet facilities meet the requirements for the applicable sanitary codes?
9. Are washing facilities provided?
10. Are all areas of your business adequately illuminated?
11. Are floor load capabilities posted at consecutive floors, lofts, storage areas, etc.?
12. Are floor openings provided with toe boards and railings or a floor hole cover?
13. Are stairways in good condition with standard railings provided for every flight having four or more risers?
14. Are stairwells that are designated routes of egress clear of all combustibles?
15. Are portable wood ladders and metal ladders adequate for their purpose, in good condition and provided with secure footing?
16. If you have fixed ladders, are they adequate, in good condition and equipped with side rails, cages or special safety climbing devices, if required?

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17. Are machinery spaces (air handling spaces, electrical rooms, elevator equipment rooms, etc.) clean of all combustibles?

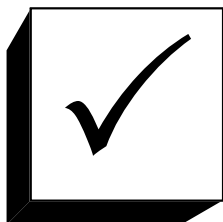
LOADING DOCKS:

1. Are dock plates kept in serviceable condition and secured to prevent slipping?
2. Do you have means to prevent car or truck movement when dock plates are in place (wheel chocks)?

MACHINES AND EQUIPMENT

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1. Are all machines or operations that expose operators or other employees to rotating parts, pinch points, flying chips, particles or sparks adequately guarded?
2. Are mechanical power transmission belts and pinch points guarded?
2. Is exposed power shafting less than seven feet from the floor guarded?
3. Are hand tools and other equipment regularly inspected for safe condition?
4. Is compressed air used for cleaning reduced to less than 30 psi?
5. Are power saws and similar equipment provided with safety guards?
6. Are grinding wheel tool rests set to within 1/8 inch or less of the wheel?
7. Is there any system for inspecting small hand tools for burred ends, cracked handles, etc.?
8. Are compressed gas cylinders examined regularly for obvious signs of defects, deep rusting or leakage?
9. Is care used in handling and storing cylinders and valves to prevent damage?
10. Are all cylinders secured preventing them from tipping?
11. Are all valves closed when cylinders are not directly in use, including when connected to leads?
12. Are all air receivers periodically examined, including the safety valves?
13. Are safety valves tested regularly and frequently?
14. Is there sufficient clearance from stoves, furnaces, etc., for stock, woodwork or other combustible materials?



15. Is there clearance of at least four feet in front of heating equipment involving open flames, such as gas radiant heaters and fronts of firing doors of stoves, furnaces, etc.?
16. Are all oil and gas fired devices equipped with flame failure controls that will prevent flow of fuel if pilots or main burners are not working?
17. Is there at least a two-inch clearance between chimney brickwork and all woodwork or other combustible materials?

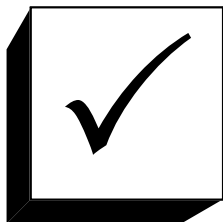
WELDING or FLAME CUTTING OPERATIONS:

1. Are only authorized, trained personnel permitted to use such equipment?
2. Have operators been given a copy of operating instructions, and are they required to follow them?
3. Are welding gas cylinders stored so they are not subject to damage?
4. Are valve protection caps in place on all cylinders not connected for use?
5. Are all combustible materials near the operator covered with protective shields or otherwise protected?
6. Is a fire extinguisher provided at the welding site?
7. Do operators have the proper protective clothing and equipment?

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MATERIALS

1. Are approved safety cans or other acceptable containers used for handling and dispensing flammable liquids?
2. Are metal, self-closing safety cans used to store flammable liquids?
3. Are containers used to dispense flammable liquids properly grounded?
4. Are all flammable liquids that are kept inside buildings stored in proper storage containers or cabinets?
5. Do you meet OSHA standards for all spray painting or dip tank operations using combustible liquids?
6. Are oxidizing chemicals stored in areas separate from all organic material except shipping bags?
5. Do you have an enforced NO SMOKING rule in areas for storage and use of hazardous materials?
6. Are NO SMOKING signs posted where needed?
7. Is ventilation equipment provided for removal of air contaminants from operations such as production grinding, buffing, spray painting and/or



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vapor degreasing, and is it operating properly?

8. Are protective measures in effect for operations involved with X-rays or other radiation?

LIFT TRUCK OPERATIONS:

1. Are only trained personnel allowed to operate forklift trucks? 2. Is overhead protection provided on high lift rider trucks?
3. Are battery-charging stations for electric lift trucks properly vented?
4. Are employees who service batteries provided proper personal protective equipment?
5. Is an emergency eyewash station immediately accessible to employees servicing batteries?
6. Are wheel chocks required to be in place prior to lift trucks entering any vehicle?

TOXIC MATERIALS:

1. Are all materials used in your location checked for toxic qualities?
2. Have appropriate control procedures such as ventilation systems, enclosed operations, safe handling practices, proper personal protective equipment (i.e., respirators, glasses or goggles, gloves, etc.), and spill containment been instituted for toxic materials?
3. Are all employees made aware of any toxic or hazardous materials they may encounter as part of their job?
4. Are Material Safety Data Sheets (MSDS's) readily available for all hazardous material and are these updated as materials are added to your inventory?
5. Does training occur regularly to inform employees of known hazards and precautions reviewing MSDS's?

EMPLOYEE PROTECTION

1. Is there a hospital, clinic or infirmary for medical care near your business?
2. If medical and first-aid facilities are not nearby, do you have one or more employees trained in first aid?

3. Are your first-aid supplies adequate for the type of potential injuries in your workplace?
4. Are there quick water flush facilities available where employees are exposed to corrosive materials?
5. Are approved hard hats provided and worn where any danger of falling objects exists?
6. Are protective goggles or glasses provided and worn where there is any danger of flying particles or splashing of corrosive materials?
7. Are protective gloves, aprons, shields or other means provided for protection from sharp, hot or corrosive materials?
8. Are approved respirators provided for regular or emergency use where needed and are designated users properly trained in their use and completed an evaluation and fit test as required?
9. Is all protective equipment maintained in a sanitary condition and readily available for use?
10. Where special equipment is needed for electrical workers, is it available?
11. When lunches are eaten on the premises, are they eaten in areas where there is no exposure to toxic materials, and away from toilet facility areas?
12. Is protection against the effects of occupational noise exposure provided when the sound levels exceed acceptable limits according to OSHA noise standards?

JOB SAFETY OBSERVATION INSTRUCTIONS

BENEFITS OF THE JOB SAFETY OBSERVATION (JSO)

The Job Safety Observation (JSO) is a feedback device. It provides excellent information of the effectiveness of training and on the adequacy of established safe job procedures. Through the JSO, unsafe practices can be identified and corrected before an accident happens. Additionally, any weaknesses taught in training relative to safe operating procedures can be revised and included in the on-the-job training (OJT) content.

Since supervisors are responsible for making sure safe operating procedures are followed on the job, they should be allowed to provide feedback to training personnel on how well training prepared employees to perform their assigned jobs.

JSO provides an effective way of determining the accuracy of the job safety analysis. In addition, implementation of a JSO program is an excellent method of assuring supervisory involvement in all training efforts.

WORKER SELECTION

All employees should be observed performing the job. The following factors should determine which employees to observe first.

- A new employee on the job.
- Employee recently trained for a new job.
- Below-average performers.
- Employees consistently involved in accidents.
- Risk takers.
- Employees with special problems.

CONDUCTING A JSO

With few exceptions, tell employees what will be taking place **PRIOR** to the personal observation. Then simply observe the employees performing in their normal operation. Make any notes on the JSO worksheet about work practices and procedures observed. Be sure not to interfere with the employee performing the job or distract him/her in any way.

RECORDING THE INFORMATION

Fill out the Job Safety Observation Worksheet describing any unsafe procedures or work practices observed. Examples of some basic types of unsafe work procedures and practices, which may be observed, are in the following list.

- Failure to secure equipment or materials against unexpected movement.
- Operating or working at an unsafe speed.
- Using unsafe tools and equipment.
- Using tools and equipment unsafely.
- Failure to warn or signal as required.
- Assuming an unsafe position.
- Removing or making safety devices inoperable.
- Repairing, servicing, or riding hazardous equipment.
- Failure to wear required personal protective equipment.
- Wearing unsafe personal clothing.
- Violation of known safety rules and safe job procedures.
- Engaging in other unsafe practices (not violations).
- Indulging in horseplay, practical jokes, fighting, sleeping, creating distraction, and so on.

DISCUSSING THE JSO WITH THE EMPLOYEE

After completing the JSO, review the results with your employee. Your feelings about the work habits and practices observed should be discussed informally and in a friendly manner. Do not let the discussion be one-way communication. Encourage your employee to talk and give his or her views about any problems or barriers they see in following the current operating procedures.

THE FOLLOW-UP

Follow-up the JSO as needed. In some instances, the follow-up will be often. How often follow-up is needed depends on the employee, the results of the initial observations and the job.

Appendix F

JOB SAFETY OBSERVATION REPORT

AGENCY _____ EMPLOYEE _____

DIVISION _____ POSITION _____

OBSERVER
NAME & TITLE _____ OBSERVATION
DATE _____

SPECIFIC TASK (LIST)	UNSAFE ACT (S) AND RECOMMENDED ACTION	RESPONSIBILITY	CORRECTION DATE
Observation Results and Comments			
Employee Signature		Observer Signature	